

The 2003 Linkage Excellence in Management & Leadership Series

Leading in Difficult Times

Featuring Rudy Giuliani



Dear Participant:

Welcome to Linkage's 2003 Excellence in Management and Leadership Series. Today's program, Leading in Difficult Times, features Rudolph W. Giuliani, former mayor of New York City and TIME 2001 Person of the Year.

Specifically, the program will focus on:

- Creating the right structure and team that is aligned with your organization's vision
- Bringing out the best from your people
- Taking the right, unexpected risks
- Developing strong beliefs
- Leading with candor and courage

Some of the key leadership themes Rudy Giuliani will share with you, based on his own experience are:

- Being clear about what your beliefs are, whether they are political, religious, social, or philosophical beliefs – and being able to articulate your beliefs to others. Expressing ideology is one of a leader's most powerful tools.
- Being a leader takes courage. One must learn to manage fear in a productive way; one must feel and then overcome the fear.
- Optimism is critical to leading others. Sane, healthy people follow hope.
- You can never over-prepare. Being relentless in your preparation, especially in times of peace, will allow you to handle crisis more effectively.
- Surround yourself with people who will make you grow. Teamwork is critical to building strong organizations.
- Leaders must show genuine loyalty to others if they want to receive loyalty in return.

These participant materials have been designed to complement your conversation with Rudy Giuliani. Use them to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Mr. Giuliani via fax, telephone and/or email.

Learning is an activity that requires more than passively watching a speaker. Simply watching today's program will neither instill leadership knowledge or skills, nor result in an immediate change in your organization's culture and strategic positioning.

Learning requires the active engagement of your mind and spirit - the motivation and drive to reflect, apply, practice, and experiment.

About Linkage

Linkage, Inc. is a leading provider of leadership and management development training programs, services, and products. More than 100,000 executives and management professionals have attended a Linkage institute, conference, workshop, or corporate education program. Linkage also provides assessment, consulting, and research services to Fortune 500 companies and other leading organizations. Founded in 1988, Linkage is headquartered in Lexington, Massachusetts, with regional offices located in Atlanta, Brussels, London, Minneapolis, and San Francisco. In both 1997 and 1998, Linkage was honored as one of the “Inc. 500 Fastest Growing Private Companies in the United States.”

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SECTION 1

Satellite Program Materials

What You Will Learn

Providing leadership for New York City is a challenge under normal circumstances – it's easily one of the most complicated and diverse cities in the world. Participants in the program with Rudy Giuliani will have the opportunity to learn first-hand the leadership lessons he has learned in a lifetime of public service and how they came together to provide strength at a defining moment in America's history.

Introduction and Basic Premises

Rudy Giuliani believes that leadership is a privilege that carries responsibilities – from creating a structure that aligns with an organization's purpose, to forming a team of exceptional people who bring out the best in each other, to having and showing the courage to take necessary risks. A leader must have a clearly defined belief system, be able to articulate and model those beliefs, and be held accountable for the results. Throughout his career, Rudy Giuliani has done just that.

Question-and-Answer Session

- If you are participating only in the live presentation of this program, complete the fax form, send an e-mail or call your questions to Rudy Giuliani using the question sheet on page 28.
- If you are participating in a post-broadcast program, share your questions with your seminar coordinator and your colleagues during that time.

When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs - and we rely on you to help make this happen. Complete your participant evaluation form at:
http://www.linkageinc.com/training/satellites/satellite_evals.shtml
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended Post-Broadcast Activities that begin on page 18.

Pre-Broadcast Activities

Become familiar with Rudy Giuliani's extraordinary accomplishments by reading his biographical outline on the following page. Look for themes of visionary leadership and working through crises.

Biography: Rudy Giuliani

In 1944, Rudolph W. Giuliani was born to a working class family in Brooklyn, New York. As a grandson of Italian immigrants, Mayor Giuliani learned a strong work ethic and a deep respect for America's ideal of equal opportunity. He attended Bishop Loughlin Memorial High School (Class of '61) in Brooklyn, Manhattan College (Class of '65) in the Bronx, and New York University Law School (class of '68) in Manhattan, graduating magna cum laude.

Upon graduation, Rudy Giuliani clerked for Judge Lloyd MacMahon, United States District Judge for the Southern District of New York. In 1970, Giuliani joined the office of the US Attorney. At age 29, he was named Chief of the Narcotics Unit and rose to serve as Executive US Attorney. In 1975, Giuliani was recruited to Washington, D.C. where he was named Associate Deputy Attorney General and Chief of Staff to the Deputy Attorney General. From 1977 to 1981, Giuliani returned to New York to practice law at Patterson, Belknap, Webb and Tyler.

In 1981, Giuliani was named Associate Attorney General, the third highest position in the Department of Justice. As Associate Attorney General, Giuliani supervised all of the US Attorney Offices' Federal law enforcement agencies, the Bureau of Corrections, the Drug Enforcement Agency, and the US Marshals.

In 1983, Giuliani was appointed US Attorney for the Southern District of New York, where he spearheaded the effort to jail drug dealers, fight organized crime, break the web of corruption in government, and prosecute white-collar criminals. Few US attorneys in history can match his record of 4,152 convictions with only 25 reversals.

In 1989, Giuliani entered the race for Mayor of New York City as a candidate of the Republican and Liberal parties, losing by the closest margin in the city's history. However, in 1993, his campaign focusing on quality of life, crime, business and education made him the 107th Mayor of the City of New York.

In 1997 he was re-elected by a wide margin, carrying four out of New York City's five boroughs.

As Mayor, Rudy Giuliani returned accountability to City Government and improved the quality of life for all New Yorkers. Under his leadership, overall crime went down 57% and murder was reduced 65%. New York City - once infamous around the world for its dangerous streets - has been recognized by the F.B.I. as the safest large city in America for the past five years.

New York City's law enforcement strategies have become models for other cities around the world, particularly the CompStat program, which won the 1996 Innovations in Government Award from the Kennedy School of Government at Harvard University. CompStat allows police to statistically monitor criminal activity on specific street corners as well as citywide, holding precinct commanders accountable for criminal activity in their neighborhoods. Because

this data is updated constantly, it enables the police to become a proactive force in fighting crime, stopping crime trends before they become crime waves that negatively effect the quality of life for neighborhood residents.

When Mayor Giuliani took office, one out of every seven New Yorkers was on welfare. Mayor Giuliani returned the work ethic to the center of City life by implementing the largest and most successful welfare-to-work initiative in the country, cutting welfare rolls in half while moving over 640,000 individuals from dependency on the government to the dignity of self-sufficiency. In addition, Giuliani enacted a record of over \$2.5 billion in tax reductions - including the commercial rent tax, personal income tax, the hotel occupancy tax, and the sales tax on clothing for purchases up to \$110 dollars. In addition, hundreds of millions of dollars were returned to the private sector as a result of the Mayor's aggressive campaign to root out organized crime's influence over the Fulton Fish Market, the private garbage hauling industry, and wholesale food markets throughout the City. These reforms, combined with the fiscal discipline which enabled the Mayor to turn an inherited \$2.3 billion dollar budget deficit into a multi-billion dollar surplus, led the City to an era of broad-based growth with a record 450,000 new private sector jobs created in the past seven years. As news of the City's resurgence has spread around the nation and the world, tourism has grown to record levels.

Mayor Giuliani was committed to nurturing and empowering New York City's children. By creating the Administration for Children's Services, New York City now has an accountable, proactive and effective protector (it is recognized as a national model) for the most vulnerable children. Moreover, New York City is working everyday to find loving families for children requiring adoption. The City has completed a record number of adoptions since 1996 - more than 20,000 - marking a dramatic 65% increase over the previous six-year period. Mayor Giuliani was also a leader in getting health insurance to children through the innovative HealthStat Initiative, which uses computer technology to coordinate a citywide effort to enroll children in existing health insurance programs. To date, 96,000 eligible children and families have been given access to health insurance through the HealthStat Initiative. These improvements have increased hope and opportunity for all New York City's children and laid the foundation for New York to be even stronger in the 21st century.

To turn around the nation's largest urban public education system, Giuliani worked tirelessly to restore accountability and raise standards throughout the City's schools. Student-teacher ratios are at an all-time low, while the annual operating budget for New York City's public schools has increased from \$8 billion to \$12 billion. Bureaucratic roadblocks to meaningful reform such as social promotion and principal tenure have ended, while programs such as bilingual education and special education have been reformed for the first time in a quarter century. Under the Mayor's leadership, New York City introduced innovative new instructional programs that improve reading skills, give all students access to computers, and restore arts education as a fundamental part of the school curriculum. These successful education initiatives have been accompanied by the establishment of 300-book libraries in every classroom and weekend classes for science and English instruction. In October 2000, the Mayor launched the New York City Charter School Improvement Fund, the first

fund ever offered by a city government to help charter schools with equipment and facilities costs. The fund is another example of the commitment the Mayor demonstrated to providing both quality educational alternatives to all City families, regardless of their income, and to spurring the New York City public schools to improve through competition.

Under Rudy Giuliani's leadership, New York City has become the best-known example of the resurgence of urban America. From his success at cleaning up Times Square and other public spaces around the City to closing the Fresh Kills landfill on Staten Island, Mayor Giuliani worked tirelessly to pass New York to the next generation as better and more beautiful than it was before he entered office.

New York has established itself as the City others look toward when they want to study the most innovative strategies for reducing crime, reforming welfare, encouraging economic growth, and improving the overall quality of life. In the past decade, New York City's population has reached a record 8 million residents, confirming that New York is again a city on the rise, full of optimism and confidence; its best days are still ahead.

With the tragic events of September 11th, the rest of the world found out what New Yorkers already knew – that Rudy Giuliani was a determined leader who could bring them remarkable strength and stability at a time of great uncertainty. During the crisis he became, in essence, “America’s Mayor.” He calmed, consoled and reassured the public, while urging them to return to their normal lives and not to let the terrorists achieve their aim of disrupting life. In one of the saddest times in American history, the remarkable leadership of Mayor Giuliani and the extraordinary heroism of his fellow New Yorkers restores faith in the ideals that are so vital to a free society. Author of *Leadership*, Mayor Giuliani was named *Time Magazine*’s 2001 Person of the Year Award, and Queen Elizabeth II bestowed onto him an honorary KBE – Knight Commander of the Most Excellent order of the British Empire.

- For further insights into Rudy Giuliani’s life and leadership, read Giuliani’s book, *Leadership*, Hyperion, 2002.

Pre-Broadcast Activity/Discussion

1. Describe a time in your career when you experienced an effective leader during a particularly challenging or difficult time. How did you **feel** during that experience?

2. What were some key **attributes** of this leader?

3. What did this leader **do** that made you or others on your team feel the way you did?

4. What are some of the **roadblocks or barriers** in your organization to building a culture of strong leadership and accountability?

5. What, if any, are the **risks** to your organization's future if effective leadership and accountability does not become part of the culture?

6. What **actions** can you take to build a **business case** for a culture of effective leadership?

During This Program

- Participate!
- Submit questions to be addressed by Rudy Giuliani during the question-and-answer session. Mr. Giuliani will respond to questions in the latter third of the program. To submit questions, either complete the fax form found on page 28, submit an e-mail, or call in when prompted during the program.
- Use the following Participant Materials as an additional resource to Mr. Giuliani's presentation. Make notes on the presentation in the space provided.

Participant Materials

Principles of Leadership: Notes

1. Develop and Communicate Strong Beliefs:

“The development of beliefs can follow a more winding path, an evolution that might not be applicable to everyone but is irrefutable to the person honest enough to acknowledge it (179).”

“Great leaders lead by ideas. Ideology is enormously important when running any large organization. The people who work for you, those who look to you for answers, the media, even your rivals have a right to know how you see the world (171).”

“A leader must not only set direction, but communicate that direction. He usually cannot simply impose his will – and even if he could it’s not the best way to lead. He must bring people aboard, excite them about his vision, and earn their support. They in turn will inspire those around them, and soon everyone will be focusing on the same goal (183).”

2. Show Your Courage

This image shows a single page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, leaving small margins at the top and bottom. There is no handwriting or other markings on the paper.

“You’ve got to feel fear. So don’t think you’re a coward because you feel fear. If you feel fear, you’re human. Courage is about actually feeling fear and then overcoming it and doing it. And a leader has to be able to do that. If the leader can’t overcome the fear, then the fear becomes an epidemic.”

3. Choose to Be an Optimist

[illegible]

“A leader has to be an optimist. You have a choice in life. You can be an optimist or a pessimist. It is a lot more fun to be an optimist.”

4. Prepare Relentlessly

[illegible]

“Leaders may possess brilliance, extraordinary vision, fate, even luck. Those help; but no one, no matter how gifted, can perform without careful preparation, thoughtful experiment, and determined follow-through (52).”

5. Surround Yourself with Great People

“Some bosses hire only those of like mind. A leader has to surround himself with a complementary staff (110).”

“The first part of choosing great people is to analyze your own strengths and weaknesses. That gives you an idea of where your needs are the greatest. The goal is to balance your weaknesses with the strengths of others, then to evaluate the team overall (101).”

“Any leader will have team members with more seasoning than others. The effective leader will encourage such people to impart their wisdom to those less experienced. Talking and sharing advice can do that, but it can be done even more effectively by example (108).”

6. Show Loyalty: The Vital Virtue

“A leader who distances himself from his staff at the first sign of trouble might save a few popularity points. But it’s shortsighted. Eventually, no one wants to work for someone like that (235).”

Post-Broadcast Activities

Complete and submit the participant evaluation form found at: http://www.linkageinc.com/training/satellites/satellite_evals.shtml or at the end of your participant materials.

Activity 1: Self-Reflection and Discussion

- Return to your pre-broadcast questions and answers on page 10. What additional **attributes** would you add to your list after listening to an effective leader and hearing his stories?

- What other ideas, concepts, or themes from the broadcast resonated with you?

Activity 2: Developing and Communicating Strong Beliefs

- Discuss the following quotes with a partner. What significance do these quotes have for you as a leader?

“Great leaders lead by ideas. Ideology is enormously important when running any large organization. The people who work for you, those who look to you for answers, the media, even your rivals have a right to know how you see the world (171).”

“The development of beliefs can follow a more winding path, an evolution that might not be applicable to everyone but is irrefutable to the person honest enough to acknowledge it (179).”

“A leader must not only set direction, but communicate that direction. He usually cannot simply impose his will – and even if he could it’s not the best way to lead. He must bring people aboard, excite them about his vision, and earn their support. They in turn will inspire those around them, and soon everyone will be focusing on the same goal (183).”

Activity 3: Developing Your Leadership Point of View

(Note: Adapted from *The Leadership Engine* – Noel M. Tichy)

The “why” of leadership isn’t about dictating specific behavior; rather, the core of leadership is teaching. The greatest leaders and the most successful organizations are the ones that have teaching at the core of their values and actions, and which develop leaders as teachers at every level in the organization. One way to embody this as a leader is to have a clear understanding of your leadership values, so that they can be taught to others through your words and actions on a daily basis. However, this can’t be done without being able to articulate those values—your “point of view” as a leader—in short, by telling your leadership story.

Step 1: Examining Past Leadership Experiences

To develop a “leadership point of view,” you must first examine your own leadership experiences – those that had profound impact on your values, learning, and growth. These peak leadership experiences could have occurred as a child or an adult, in your personal life or as a professional. Furthermore, they are not always positive. Often we learn as much or more from our failures as we do from our successes.

Use the following worksheet to record some of these leadership experiences you have had that have turned out to be “lifelong leadership lessons.”

Directions

Review the most important emotional learning experiences in your life. Take a few minutes to consider the lessons you have learned from the past. Start with your first important leadership experience, whether as a child, young adult, or businessperson. Then, after you have brought yourself up to the present, record some of the major lessons you have learned.

Experiences	Leadership Lessons Learned
1. (past)	
2.	
3.	
4.	
5.	
6. (present)	

Step 2: Identifying Your Leadership Principles

By examining what you have learned from your past leadership experiences, you can uncover the leadership principles you believe in and live by.

Use the following worksheet to record these leadership principles.

Directions

Think over the leadership experiences you have previously identified. In addition, think of the most important lessons you have learned from your parents, school, work, etc. List below the central principles or values you apply to how you lead others.

Leadership Principle	Why I feel strongly about it...

Step 3: Creating Your Leadership Timeline

By reviewing the positive and negative impact of your past leadership experiences along with your own leadership principles, you can define your “leadership point of view.”

You will do this activity on flipchart paper using the following directions.

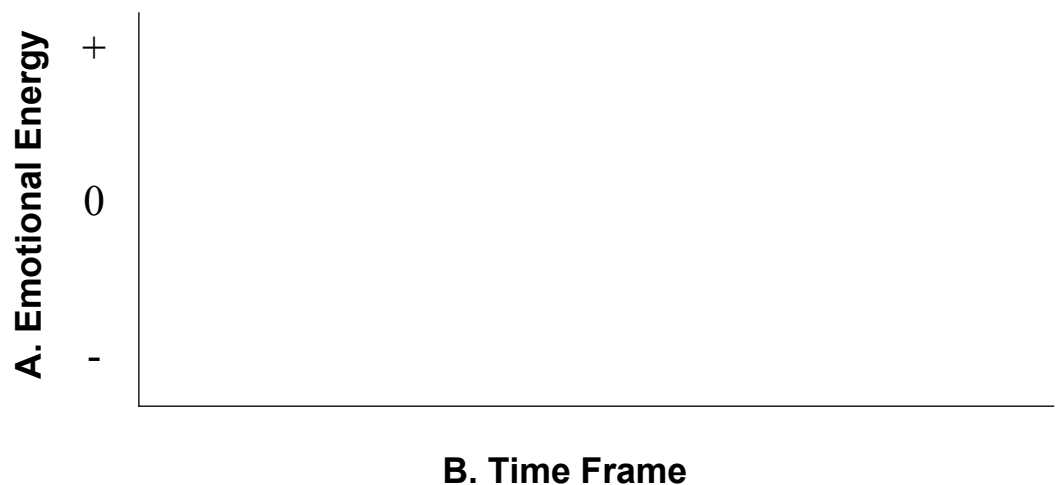
Directions

Construct a timeline on flipchart paper similar to the one below. On this timeline, plot those leadership events that you identified earlier and add any other major life events that have had a big impact on what you believe. The “Emotional Energy” scale represents the effect (good or bad) the event had on shaping your values and you as a leader. Refer back to the leadership principles you identified earlier.

Note: You may want to list your leadership principles under your leadership timeline. This timeline, plus your leadership principles, will contribute to helping you define your “leadership point of view.”

Plot the emotional ups and downs of your leadership development. Label the critical events and emotional peaks and valleys.

Leadership Timeline



Adapted from The Leadership Engine by Noel Tichy.

Step 4: Articulating Your “Leadership Point of View”

Having a point of view on leadership is one thing, but to effectively develop other members of the organization, you must be able to teach them what and why you believe in certain principles. This is what separates the great individual performers from the great leaders; leaders can articulate their point of view to others.

Developing a teachable, leadership point of view takes time and practice. One way to get a feel for your teachable point of view is to begin describing it.

Imagine that you are being interviewed by a new employee about your perspective on leadership. This new employee has been identified as a “high potential.” How would you respond to his/her questions?

- What has had the biggest impact on you as a leader?
- Tell me about your approach to leading—what ideas do you have about leading your business and your people?
- How can you help me develop as a leader?

Directions

In a few minutes, working in small groups, you will be asked to share your leadership point of view. Use the above questions, in conjunction with your leadership timeline and principles, to articulate your point of view. Use the space provided below to record your thinking.

My “Leadership Point of View”

Activity 4: Show Your Courage

- Describe a time when you felt you were being very courageous. How did that experience shape you as a leader? Share with a partner.
- What can you do to help others face and manage their fears? Identify 2-3 specific actions you can take to help build your colleagues' confidence and sense of courage.

Activity 5: Choosing to Be an Optimist

- Discuss the following quote with a partner. Do you agree or disagree with this idea?

“A leader has to be an optimist. You have a choice in life. You can be an optimist or a pessimist. It is a lot more fun to be an optimist.”

- Which do you feel you are: an optimist or a pessimist? Give examples to back up your opinion.

- During these difficult times, what actions can you take, what messages can you deliver, that will instill hope for the people you lead? Identify 1-2 actions that you can do tomorrow that will display your optimism.

Activity 6: Preparing Relentlessly

- What project, speech, task, etc. do you need to prepare for in the near future? Identify 6-8 ways in which you can prepare thoroughly.

Activity 7: Surround Yourself with Great People

“The first part of choosing great people is to analyze your own strengths and weaknesses. That gives you an idea of where your needs are the greatest. The goal is to balance your weaknesses with the strengths of others, then to evaluate the team overall (101).”

- What steps have you taken to identify your strengths and weaknesses? If you have not taken a formal assessment, consider conducting a 360° evaluation to receive feedback from your colleagues on your strengths and weaknesses.

Step 1: Identifying Strengths and Development Opportunities

- Most of us are familiar with what our strengths and weaknesses are. Identify below your top three strengths and weaknesses (development opportunities) as a leader.

Strengths:

- 1.
- 2.
- 3.

Development Opportunities:

- 1.
- 2.
- 3.

- Identify ways to leverage your strengths. How can you share these strengths with others who could benefit from learning from you?

Step 2: Fast Feedback Activity

- Choose one development opportunity that you would like to receive advice about from your colleagues.
- Stand up and ask **as many people as you can** the same question: “I would like to get better at _____. What advice do you have for me?” Do not give excuses or explanations when you hear their advice. Simply listen, take notes, and say, “Thank you.” Take turns giving them advice as well.

Step 3: Identify What You Need from Others

- Think about your staff. How diverse is your team? What skills do they need that will complement you?

Activity 8: Showing Loyalty: The Vital Virtue

- Discuss with a partner a time when you showed loyalty to a co-worker. Then share a story about a time when someone showed loyalty towards you. What effect did these two experiences have on you?

- What can you do, starting tomorrow, to show loyalty towards someone on your team, or in your organization, that is truly genuine – especially towards someone who is in pain or going through a particularly challenging time? Identify 2-3 specific actions you will take to show loyalty towards others.

Final Activity: Action Planning

- Identify one step that you will take to enhance your effectiveness in becoming a more optimistic leader:

- Identify a daily or weekly practice to remind yourself, your colleagues, peers, and your manager that you must be courageous:

- Set a time frame for when you will begin:

SECTION 2

Forms

Question Sheet

Use this form to write your question for Rudy Giuliani or for discussion among your colleagues. Please write clearly.

Name (optional):

Organization:

Location:

Your question (25 words or fewer):

Fax 1-877-892-0170 (from within U.S.)
 Fax 646-349-3661 (from outside U.S.)

Email **leadership2003@linkage-inc.com**

Tel 1-800-489-8814 (from within U.S.)
 Tel 801-303-7412 (from outside U.S.)

LINKAGE MANAGEMENT & LEADERSHIP EVALUATION FORM

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-402-5556.

NAME _____ TITLE _____

ORGANIZATION _____

Please indicate functional area (only circle one):

Finance Human Resources/Organizational Development Manufacturing/Operations Marketing R&D Sales

Other (specify) _____

How many people do you have reporting to you (include all levels)? Number: _____

Please indicate your job level (only circle one):

☐ President or Officer ☐ Vice President ☐ Director ☐ Manager/Supervisor ☐ Individual Contributor

1) Please indicate a rating for each of the statements below by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant material were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program. _____

3) Any suggestions on what we can do to improve? _____

3) Can we use any of these comments for promotional purposes (including name and organization)? YES NO

4) On a scale of 1-10 (10 = Outstanding), how would you rate this satellite broadcast session? Rating: _____

5) Which speakers are you most interested in seeing at the next Linkage Satellite (Distance Learning) Learning Series?
(Please rate your top five, "1" being most interested)

___ Peter Senge	___ Michael Dell	___ Ken Blanchard
___ Warren Bennis	___ Larry Bossidy	___ Deborah Tannen
___ Maya Angelou	___ Steve Jobs	___ Stephen Covey
___ Margaret Wheatley	___ Michael Porter	___ Tom Peters
___ Francis Hesselbein	___ Phillip Knight	___ John Scully
___ Michael Hammer	___ Noel Tichy	___ Louis Gerstner
___ Gary Hamel	___ James Champy	___ Rosabeth Moss Kanter
___ Other _____		

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-402-5556.